

# BUILDING RESILIENCE IN THE CORPORATE ECOSYSTEM

## DISCUSSION PAPER

In its thought-leadership paper [Multi-stakeholder analysis of corporate failures](#) (2023) Accountancy Europe introduces the idea of a “Corporate Resilience Network” (CRN). This independent body composed of different corporate ecosystem stakeholders would have the mandate to analyse corporate failures. They would together draw collective learning points to help avoid such incidents in the future, and enable more stable economies and societies.

### BACKGROUND

Global crises, new business practices and evolving stakeholder expectations all give rise to unprecedented ways of doing business, with all the associated opportunities and dangers. These together increase the risk of corporate incidents and failures.

### COLLECTIVE LEARNING FOR A MORE STABLE FUTURE

**Collective learning** is one of the most effective ways to identify what went or could go wrong and how to reduce the risks of future incidents. In the aviation (airlines, engineers, pilots, aircraft manufacturers etc.) and healthcare sectors (doctors, nurses, universities, health authorities, pharmaceutical companies etc.) key players routinely analyse together ‘risk incidents’ to develop better responses for a safer future.

This practice should be emulated in the corporate sector. The root causes of corporate failures and incidents are complex and often interlinked. Key stakeholder groups (company boards, directors, internal auditors, supervisors, external auditors and investors) have their roles and experiences, which put together can enable a more holistic analysis of incidents.

### A CORPORATE RESILIENCE NETWORK

Our paper presents the concept of a CRN to analyse corporate incidents and draw collective learning points based on real-life experience for systemic improvements.

Under one umbrella, the CRN would bring together corporate ecosystem stakeholders responsible for companies’ decision-making, data gathering, reporting, auditing, financing, and supervision. The network would conduct rigorous root-cause analyses into major corporate incidents and issue neutral recommendations for systemic improvements based on collaborative deliberation.

Learning processes from corporate incidents already exist. However, this happens in silos and each stakeholder group focuses solely on what is relevant for them, while lawmakers provide quick fixes or makeshift solutions. The CRN would help prevent this by bringing a holistic system approach with collective learning where the whole corporate ecosystem’s diversity and perspectives are brought together.

### A SHARED RESPONSIBILITY

Accountancy Europe and its dedicated expert task force will continue to explore collective learning and its CRN concept. We look forward to discussing the paper and its ideas with all relevant stakeholders. Only together can we reinforce the resilience of our economies and societies.